

Recommendation 1: "The Directors of Personnel and Training together with representatives from operating components take a fresh look at the overall problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of the clerical training program."

DDCI Action: Approved.

Implementing Action:

This problem is under review by the recommended task force and, subject to their findings, OTR is prepared to make adjustments to the clerical training program. The final report of the task force will be submitted to the Deputy Director (Support) by 1 July 1961. Meanwhile, changes have been made in the scheduling of training for clerical personnel going overseas, particularly with respect to those courses deemed essential for personnel going to the smaller stations and bases--the Administrative Procedures and Budget and Finance Procedures courses.

25X1

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Recommendation 3: "DTR adopt a three-year tour of duty as standard practice for instructors and schedule replacement at the rate of one-third of the instructor staff annually. (Primarily OS/TR)."

DDCI Action: Approved. Operating components to cooperate closely with OTR to make above rotational planning effective.

Implementing Action:

The major rotation of personnel between OTR and the Deputy Directorate is conducted between OTR and the Clandestine Services. A working understanding has been reached with the DD/P that, for purposes of personnel planning and management, the standard duty tour for rotational assignment of instructors to OTR is three years. Exceptions to this standard practice may be made by mutual agreement. Arrangement of rotational duty tours with the DD/I and DD/S does not pose a serious administrative or planning problem.

Recommendation 4: "DTR redesignate his Overseas Training Staff to better reflect its expanding function as a clearing house for training doctrine; that its role as a depository and an editorial and coordination staff be negotiated with the Directorates and publicized, including preparation and dissemination of bibliographies under the various security limitations that may apply."

DDCI Action: Approved, with action to DTR in close cooperation with DD/P on defining functions and increasing effectiveness.

Implementing Action:

The Overseas Training Staff, Operations School, OTR has been redesignated as the Training Assistance Staff, Operations School, OTR. Its primary functions have been coordinated with the DD/P and will be described in a revision of [REDACTED] Additional, internal OTR functions will be restated in a revision of CTR [REDACTED]

25X1

25X1

Recommendation 5: "Curator, Historical Intelligence Collection, collaborate with Chief, Operations School/OTR, to develop and publicize a working collection of open intelligence literature at [] which will fully reflect the existence and capabilities of the principal collection at headquarters."

25X1A

DDCI Action: Approved, with the understanding that action is already under way.

Implementing Action:

25X1A
[] it is the continuing intent and practice at the [] to maintain an effective training library adequate to meet the requirements of both students and faculty. Liaison is maintained with the OCR Library system to ensure a close working relationship and the latter's support. And in addition, steps have been taken to acquaint students and faculty with the existence and capabilities of the Historical Intelligence Collection.

Recommendation 6: "DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means to improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment."

DDCI Action: Approved, with action to DTR in close cooperation with DD/P and DD/I, with due consideration to the ties between the board of overseers and the forthcoming Career Development Board.

Implementing Action:

On 19 June 1961 the Career Development Board discussed the feasibility of having the Board itself perform the functions of the "board of overseers" recommended by the Inspector General. The recommendations of the Career Development Board on this matter will be presented to the Career Council for consideration.

25X1

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Next 1 Page(s) In Document Exempt

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Recommendation 10: "The courses on International Communism be given wider publicity and offered to the personnel of other agencies."

DDCI Action: Approved, with the modification that any adjustment will be made without affecting adversely the training of Agency personnel.

Implementing Action:

The present volume and scope of training provided by the OTR School of International Communism to personnel of other agencies are at the highest level it can maintain without expansion of its teaching staff or adverse affects on Agency training.

Recommendation 11: "The DD/P instruct all supervisors to observe, in requesting language training, the principle that training in regular classes is the normal and most effective method, and that resort to tutorial training shall be had only in exceptional cases and where required by security considerations, unavoidable pressure of time, or other valid reason."

DDCI Action: Approved.

Implementing Action:

OTR has coordinated informally on a draft [] containing a statement of DD/P policy to this effect. Meanwhile, the principle as stated in the recommendation has been published in the [] the OTR Bulletin (June 1961) under the title "DD/P Policy on Tutorial Language Training."

25X1

25X1

Recommendation 12: "DCI issue instructions that Agency Regulations be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of proficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station that may be filled only by individuals who possess, to the degree specified, the language commonly used in the general area of that station."

DDCI Action: Approved, with the modification that standards of language proficiency will not be tied into promotion practices. DD/S to draft amended Agency Regulation.

Recommendation 13: "DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have language skill."

DDCI Action: Approved. DD/S to draft amended Agency Regulation.

Implementing Action:

OTR is preparing a staff study preliminary to incorporation by the Committee for Language Development of these and other proposed changes in a further revision of Agency Regulation , revised 5 May 1960, "Language Development Program." The staff study will be submitted to the Deputy Director (Support) by 15 July 1961.

25X1

Recommendation 16: "The Deputy Directors take such measures as may be necessary to cause all staff employees under their jurisdiction who claim language competence to submit to the Office of Training tests at the earliest practicable moment."

DDCI Action: Approved.

Implementing Action:

In furtherance of this recommendation, Language and Area School test schedules are being published periodically in special and regular "OTR Bulletins." The Office of Training will continue to provide testing service as required.

Within the DD/S, the Deputy Director (Support) via his staff meetings and through meetings of DD/S Training Liaison Officers has emphasized the need for "clearing the records" of those who claim language competence but who have not yet been tested. To date, most Offices have accomplished at least 75% of this effort and the chief task now is to clear the records of returnees as they come back from overseas positions.

Recommendation 18: "The DD/P, as well as the DD/I and DD/S, strongly recommend to their division chiefs, assistant directors and other senior officers that they familiarize themselves, through attendance therat, with the contents of the Introduction to Overseas Effectiveness course."

DDCI Action: Approved.

Implementing Action:

An Introduction to Overseas Effectiveness (IOE) course was presented in the period 24 April - 5 May 1961. This course was announced by an OTR Special Bulletin dated 24 March 1961. The 15 students ranged in grade from GS-7 to GS-15, inclusive. Six were Clandestine Services careerists, nine were Support career-designees. Sponsoring offices included AF, EE, FE and TSD, Office of Security, Comptroller, and OTR. The majority had had some form of previous overseas experience; some were preparing for further overseas assignment.

Present plans call for a minimum of two IOE courses per year, with the strong possibility of additional courses offered as an integral part of mid-career training. IOE-type training is also presented in the JOT orientation program and in over 40 separate area orientations.

Recommendation 20: "The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief/JOTP should chair the panel."

DDCI Action: Approved.

Implementing Action:

On 19 June 1961 the Career Development Board discussed whether or not it is feasible for the Board itself to perform the functions of the "JOT Selection Panel" recommended by the Inspector General. The recommendations of the Career Development Board on this matter will be presented to the Career Council for consideration.

Recommendation 22: "The DTR arrange for the participation on a rotational basis of line officer representation from the three Deputy Directorates in JOTP placement panels."

DDCI Action: Approved.

Implementing Action:

On 19 June 1961 the Career Development Board discussed whether or not it is feasible for the Board itself to perform the functions of the "JOTP placement panels" recommended by the Inspector General. The recommendations of the Career Development Board on this matter will be presented to the Career Council for consideration.

Recommendation 23: "The DTR together with the Director of Personnel take steps to eliminate prejudices that have arisen which tend to assign second class status to DD/S and DD/I careers."

DDCI Action: Approved.

Implementing Action:

On his part, the Director of Training has on several occasions brought this matter to the attention of all OTR officers having official responsibilities for administration or training of Junior Officer Trainees. In particular, this problem has been reviewed with

a. the JOTP staff, who have special responsibilities for orientation, briefing, consultation and guidance; and

b. Intelligence School, Operations School, and

instructors.

The JOT training program has as one of its training objectives an appreciation of the mission and functions of each of the Components as integral, coequal, and interdependent parts of the Agency. The JOT is indoctrinated to think of himself as a CIA employee, not as DD/P, DD/I, or DD/S. A Program Coordinator has been designated, responsible to the Director of Training, and one of his tasks is to see to it that this philosophy is maintained throughout the JOT training program.

Members of the Office of Personnel who participate in the selection, recruitment, and processing of JOT's have received similar guidance.

Recommendation 24: "The DD/P establish minimum standards of training and experience for case officer apprenticeship including general preparatory, basic skills, language and advanced operational training, and that he determine the feasibility by experiment of some form of overseas familiarization as a part of the apprentice period."

DDCI Action: Approved, on the understanding that overseas familiarization as a part of the apprentice period will be primarily on-the-job training.

Implementing Action:

This is a DD/P action; however, in the case of JOT's, overseas familiarization assignments will be carefully and continuously monitored by C/JOTP consistent with JOTP procedures.

25X1

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Recommendation 27: "The DD/I and the DD/P initiate a test program for the rotation of qualified DD/I professionals to the DD/P to serve as reports officers with part of the tour to be spent overseas, DD/P reports officers in turn to rotate to the DD/I for training and experience in the evaluation and use of intelligence reporting. (A similar recommendation was made in the IG's survey of the Far East Division, DD/P, dated June 1958. The lack of recognizable progress in this important effort impels us to repeat the recommendation here.)"

DDCI Action: Approved, with DD/I and DD/P to take action to define criteria and goals of recommended rotation and to start test program with a view to this becoming established part of Agency career service.

Implementing Action:

DD/P and DD/I action; however, DTR is prepared to provide appropriate training for personnel designated for rotational assignment.

Recommendation 29: "The DTR be specifically charged with the responsibility of determining under whose auspices non-OTR training will be conducted and pertinent Agency regulations be amended accordingly."

DDCI Action: Approved. DD/S to draft amended Agency regulations.

Implementing Action:

A draft of proposed changes to will be submitted to the Deputy Director (Support) by 15 June 1961.

25X1

Recommendation 30: "DTR review the training records of employees in professional categories who resigned from the Agency during FY 1960, or longer if necessary, to determine if a more definitive policy governing external training is required."

DDCI Action: Approved.

Implementing Action:

In the body of the Survey, there appears the suggestion (p. 110) that OTR examine OP resignee records to "determine whether there is a reasonable rate of return from external training investments and whether modifications are desirable in the guidelines to approving officials concerning minimum length of service in the Agency prior to external training, ceiling on amount and frequency of external training to be invested in the given staff member, and length of service to which the individual should be obligated following such training."



None of these five cases concerns any problem of "minimum length of service" (EOD's: Sep '50, Apr '51, Oct '51, Aug '51 and Apr '51); although exempted by Executive Order, the Agency complies with PL 85-507 (Government Employees Training Act) which requires a minimum of one year service for the employee to be eligible for external training. Under the new governing provisions of PL 85-507, and the implementing safeguards within this Agency, i.e., [redacted] in particular and Form 136, pars 20, 21 and 22 there appears no need for modifications at present concerning the elements of "ceiling on amounts and frequency of training," or on "length of service to which the individual should be obligated following such training."

25X1

Supplemental monthly verifications of separatees during July, August, September and October 1960 support the above findings.

Recommendation 32: "The DTR initiate an amendment of which more clearly describes his responsibility to render only advice, guidance and support to the on-the-job training effort."

25X1

DDCI Action: Approved. DD/S to draft amendment.

Implementing Action:

The proposed amendment will be submitted to the Deputy Director (Support) by 15 June 1961.

25X1

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Bob
Clipped this one
just for the hell of it!



25X1

25X1

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030004-7

Recommendation 37: "The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions."

DDCI Action: Approved.

Implementing Action:

The Office of Training has initiated studies preparatory to the establishment of a training course or program which clearly will meet the requirements of each of the Deputy Directorates. These studies will include discussion of the objectives and nature of such a program by the CIA Career Council and the drafting of a proposed mid-career course incorporating material peculiar to Agency needs as well as related subject matter found to be useful in similar courses conducted by the Foreign Service Institute and other agencies. We will make an intensive effort to come to some conclusions about necessary implementing actions by 1 August 1961.

Basic to the planning problem is the establishment of career management policies which will assure full attendance of whatever course or program is established.

Recommendation 38: "The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence to the U. S. Government generally in keeping with the outline described above."

DDCI Action: Approved with the modification that a senior officer program shall be drafted and submitted for approval rather than established at this time.

Implementing Action:

The full implementation of this directive has been deferred pending development of the mid-career training course. Emphasis will be given to the concept of senior officer training as a program rather than necessarily limiting this level of Agency training to a single course. Full consideration is being given also to the Agency's present extensive and in some cases expensive use of other senior officer training facilities.

If firm conclusions concerning mid-career training have been reached by 1 August 1961, it is expected that a similar point in the development of a senior officer program will be reached by 1 September 1961.

How do we get at
recommendations of
the Career Devel Board
7
1

25X1A

MEMORANDUM FOR: GENERAL CABELL

Attached at Tabs A, B and C are responses from DD/S, DD/P and DD/I, respectively, to the memorandum which you signed on 25 March concerning the IG Survey of the CIA Training Program. (Copy of the basic memo is also attached, at tab marked "Reference".)

M [] - opic
Believe only action remaining
is note + send to IG.
AS [] *WE*
ck *5 July 61*
(7/10/61) *(DATE)*

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

(47)

UNCLASSIFIED		CONFIDENTIAL		SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		INITIALS	DATE	
1	25X1A Inspector General		LBK	14 July	
2				17 July	
3				17 July	
4				17 July	
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks: Kirk: The Director said if you have any reclamor on the actions taken to let him know. JSE 2 to 3,4 - Any comments? No ROS cc destroyed 18 July 1961.					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
EO/DCI/ :blp				14 July 61	
UNCLASSIFIED		CONFIDENTIAL		SECRET	

25X1A

25X1

STAT